

“People will spontaneously resist change unless they want it and will embrace change if it is presented in a way they see as desirable”.

People will resist change when they believe;

1. ...the change process is being handled improperly
 - a. because they did not have input into the decision
 - b. because they feel manipulated or deceived by management
 - c. because they don't know why it is happening, how it will affect them, or what is in it for them
2. ...there is no need for the change
 - a. because they are content with the way things are
3. ...the change will make it hard for them to meet their needs
 - a. because they fear they will have to do more work for the same pay
 - b. because they worry about losing their jobs
4. ...that the risks outweigh the benefits
 - a. because they *perceive* that there exists too much risk and not enough pay off
5. ...that they lack the ability to make the proposed change
6. ...that the change will fail
7. ...that the proposed change is inconsistent with their values
8. ...those responsible for the change cannot be trusted
 - a. because they worry that leadership does not have their best interest at heart or is not being open and honest with them about the change and its impact on them

Common Forms of Resistance

Active Behaviors	Passive Behaviors
Being critical	Agreeing verbally, but not following through
Fault finding	Failing to implement change
Ridiculing	Procrastinating, dragging feet
Using facts selectively	Feigning ignorance
Blaming, accusing	Withholding information, suggestions, help, or support
Sabotaging	Standing by and allowing the change to fail
Manipulating	
Distorting facts	
Starting rumors	
Undermining	
Arguing	
Raising objections	

Overcoming resistance to change

- ❖ Identify key stakeholder groups
- ❖ Address their potential concerns, even if not voiced.
 - Tell them why the change is being made, how it will affect them, and what is in it for them
- ❖ Strategize to overcome resistance and involve people in the change whenever possible